

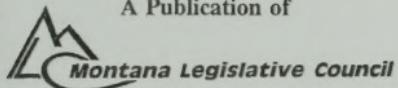
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JUNE 1996

HELENA, MONTANA

VOL. X NO. 13

REVENUE OVERSIGHT COMMITTEE

SHELFED WITH
PERIODICALS

Committee to Meet in June...The Revenue Oversight Committee will meet June 24 in Room 108 of the State Capitol. Although the agenda has not been finalized, the Committee will consider the following issues:

- motor vehicle taxation;
- status of railroad car tax litigation;
- scope of the Department of Revenue's statutory authority for entering into prospective tax settlements;
- differences in the property taxation of investor-owned utilities (gas, electricity, and telecommunications) and co-ops;
- sales tax proposal supported by the Montana Association of Counties; and
- Department of Revenue's procedures for approving or denying wine and beer licenses used in conjunction with liquor licenses.

For further information about the meeting, please contact Jeff Martin at the Legislative Services Division, (406)444-3064.

PLEASE RETURN

CAPITOL RESTORATION

Design Team Identifies Issues...The Capitol Design Team has conducted extensive interviews with a wide variety of people with an interest in the Capitol, including legislative leaders, lobbyists, and building tenants, to assist in programming further projects. As a result, the Design Team published the following statement of issues to be addressed in the current restoration, while making every effort to return a portion of the original architectural integrity back to the Capitol and, along with its history, maintain the significance of the Capitol as the center of state government:

1. Upgrade HVAC (heating, ventilation, and air conditioning) throughout the building to improve productivity of building tenants and to allow increased use of technology systems. (It should be noted that this will also improve the conservation of art work.)

This will include locating vertical chases common with technology and electrical needs.

2. Upgrade electrical systems to correct current inappropriate equipment location, to allow increased use of technology systems, to provide clean power, and to replace obsolete equipment.
3. Upgrade plumbing to meet code and accommodate user groups, especially quick copy, cafe, and rest rooms.
4. Upgrade technology to provide a more comfortable and efficient office environment for legislators, legislative staff, and permanent staff; to provide robust and flexible horizontal and vertical support infrastructure and technology; and to increase public access to government.
5. Upgrade rest rooms, particularly those on the third floor between the chambers.
6. Upgrade lightning - both to display art work and to better accommodate technology uses and provide energy efficiency.
7. Regain and maintain the historical integrity of the building.
8. Provide adequate hearing rooms.
9. Provide for a more comfortable and efficient office environment for legislators and staff.

10. Provide flexibility for future occupancy changes.
11. Provide better accommodations for the public and public events - interior and exterior.
12. Provide for properly ventilated designated smoking areas.
13. Provide for consolidation and better accommodation for the press.
14. Provide for conservation, display, and security of art work.
15. Address concerns of "Sick Building Syndrome."
16. Upgrade signage and directories.
17. Upgrade security to comply with Capitol Complex Security Plan.
18. Accommodate deliveries to facility in a better manner for quick copy, cafe, and other tenants.

Restoration Plans Continue...During the last week of April, all of the members of the Capitol Design Team came together for four days of meetings in the Capitol. Working group meetings were held for the mechanical and information services technical staff to review building "as builts" and discuss possible design directions.

Repairs to Begin this Summer...In the meantime, Design Team technical staff were finalizing bid documents for the Capitol roof repair and replacement and for the stone and window package. The roofing documents are complete, advertisements have been run, and the bid opening date is May 29. The project will run all summer, but by fall there will be a snug building with no leaks - a significant first for recent legislative sessions.

The stone and window package are in final design with advertisements to begin in early June and construction to begin by July 15. Ideally, the stone work above the roof would be completed prior to the roof repairs, but the roof is in such disrepair that the work on it cannot be delayed. The Design Team decided to run the stone and window repair and replacement projects right through the 1997 legislative session rather than providing for a winter shut-down. This should save the projects money and speed their completion.

Working Groups Continue to Meet...In mid-May, the Capitol Design Team conducted two more working group meetings - one for mechanical and electrical design and the other for initial space planning. Future

working group meetings for these two areas are tentatively scheduled for June 5 and June 18. The next Capitol Advisory Group meeting is scheduled for June 25.

ENVIRONMENTAL QUALITY COUNCIL

Council Changes Meeting Date...Due to numerous Council member conflicts, the June meeting of the Environmental Quality Council, originally scheduled for Wednesday, June 26, has been changed. The new date is Tuesday, June 25. The Compliance and Enforcement Subcommittee and the MEPA Subcommittee will meet Monday, June 24 in Helena. Early Tuesday morning, Council members and staff who are in Helena will drive over to Butte for the Council meeting and a day of touring Butte's remediation sites.

Compliance and Enforcement Subcommittee...The Compliance and Enforcement Subcommittee recently completed a review of 27 of Montana's environmental programs. Results have been summarized in their "Draft State Program Review," which is now available for review. The review period will run from May 22 to June 21. So far, 75 people have requested a copy of the Draft Program Review. A brief press release was issued on March 22, highlighting the Subcommittee's work to date and its commitment to public involvement in the study process. All comments received by the closing date will be summarized and presented to the Subcommittee at its June 24 meeting. At that same June meeting, the Subcommittee will be drafting their evaluation of the state programs, as well as selecting issues for further analysis.

MEPA Subcommittee...The MEPA Subcommittee will meet June 24 (1:00 p.m. to 5:00 p.m.) in Helena. State agency guidelines for Senate Bill 231, which integrates regulatory impact analysis on private property rights into MEPA's environmental review analysis, were sent out for public review and comment on May 21. All comments received by the closing date (June 21) will be summarized and presented to the Subcommittee at their June 24 meeting. The Subcommittee and the state agencies will review the public comments. The Subcommittee may, depending on the public comment received, recommend changes to the guidelines with full Council approval.

Indicators Subcommittee... The EQC voted in February to update the 1975 Montana Environmental Indicators report with the objective of looking at environmental trends in accordance with the EQC's statutory duties. The Council requested that the staff pursue additional funding. The EQC

was awarded a \$9,444 grant from Florida State University for completion of the report. The Indicator Subcommittee met in April and made some tentative decisions on project scope, format, and indicator selection. The Subcommittee requested that EQC staff and Subcommittee member Glenn Marx meet with state agency personnel to determine what environmental measurement information is presently being collected and is available for use in the report. Mr. Marx and EQC staff will meet with state agency staff on May 30. The Indicators Subcommittee has not set a date for its next meeting.

Resource Indemnity Trust (RIT) Subcommittee...The Legislative Finance Committee (LFC) and the EQC have jointly formed a four-person RIT Subcommittee to provide recommendations on what the state should do about potential imbalances between revenue to and expenditures from the various funds that receive RIT interest and tax proceeds. The LFC and EQC appointed Representatives Ed Grady, Bob Raney, Bill Ryan, and Senator Lorents Grosfield to the RIT Subcommittee. The RIT Subcommittee met on May 20. Discussion during that meeting focused on categorizing the uses of RIT, RIT account structure, and earmarked revenues. The Subcommittee concluded that it needed to analyze the information presented, and it also needed some additional information on the legislative history and intent of the use of RIT interest and proceeds funds. EQC staff will provide a report on the legislative history of the RIT to the Subcommittee at its next meeting.

Environmental Self Audit Working Group...As a part of the HJR 10 Compliance and Enforcement study, an EQC working group has been evaluating the merits of providing incentives for individuals and business to perform environmental self-auditing. This group has met three times and is currently analyzing the feasibility of incorporating the Environmental Protection Agency's policy on self-auditing into the Montana compliance and enforcement framework. The working group's next meeting has been tentatively scheduled for July 24.

LEGISLATIVE COUNCIL

Council to Meet in June...The Legislative Council plans to meet June 14 in Room 108 of the Capitol. The agenda will include at least the following:

- presentation of the status of the Personnel Subcommittee classification and pay project, which will be considered in depth by the Subcommittee at a June 3 meeting that will include a

presentation by the NCSL team of what is intended to be a final report with respect to everything except subcommittee reaction;

- recommendations from the Council members on the Personnel Subcommittee regarding executive director evaluation that Sen. Brown plans to discuss on the morning of June 4;
- recommendations from the Legislative Improvement and Council Mission Subcommittee that Rep. Mercer believed could meet shortly before the next meeting for finalization;
- recommendations from the Interstate Cooperation Subcommittee headed up by Rep. Peck, who has been gathering information for presentation to the assigned subcommittee;
- recommendations from the Bill Drafting Process subcommittee headed by Sen. Grosfield, which as yet has not met or set a date to meet, but which has received background information regarding options;
- several budget policy issues staff is proposing that have arisen from reorganization;
- routine business such as operating budget approval;
- appointment of persons nominated to the National Conference of Commissioners on Uniform State Laws;
- updating on the Capitol renovation and consideration of proposed legislation assigning responsibility for issues related to monuments on the Capitol grounds;
- other state lands transfer issues about which Chairman Lynch has received correspondence; and
- other business proposed by Council members.

LEGISLATIVE BRANCH COMPUTER SYSTEMS PLANNING COUNCIL

Planning Council to Survey Legislators...The Legislative Branch Computer Systems Planning Council met May 21 to review ongoing

implementation of the current plan and set the foundation for a plan update for the next biennium and beyond. The potential for the use of computers by legislators is an issue that aroused lengthy discussion. As a result of the discussion, the Planning Council decided to update its survey on computer use by legislators conducted in 1992. Over the years since conducting that survey as a part of a study of computer use by legislators, the Legislative Branch has moved toward an environment in which legislators as well as the general public have increasingly ready access to electronic versions of legislative documents and information. Today, it looks like the Internet model offers the best direction for expanding access along these lines. Questions remain as to the desirability and advisability of further integrating legislators into the networks with access to the internal working databases and applications used by staff to prepare this information. Aside from access to the information, the question of state provided computers as opposed to privately provided computers -- and exactly how to set the mix -- remains unanswered. The Planning Council will continue to strive to gather information, analyze, and recommend systems that meet the needs of the Legislature within reasonable budgetary limitations.

Please look for your survey and respond carefully so as to assure your views are well represented.

COMMITTEE ON INDIAN AFFAIRS

Committee Travels to Fort Peck...The Committee on Indian Affairs will travel to the Fort Peck Indian Reservation on June 6 and 7. The purpose of the trip is to tour the Reservation and to meet with tribal officials about issues of mutual concern to the Fort Peck Tribes and to the state.

On the evening of June 6, the Committee will hold a public hearing on Senate Joint Resolution No. 11, a study of state compliance with Article X, section 1, subsection (2) of the Montana Constitution. Subsection (2) calls for the preservation of the cultural integrity of American Indians in the educational goals of the state. The Committee will hear testimony from the Tribal Education Department, public school districts on or near the Fort Peck Reservation, and tribal colleges.

LEGISLATIVE FINANCE COMMITTEE

Committee to Meet on June 13 and 14...The Legislative Finance Committee (LFC) will meet on June 13 and 14 in Room 104 of the State Capitol. The tentative agenda includes the following items:

- proposed Executive Branch supplementals;
- budget comparison methodology: Subcommittee recommendation;
- legislative budget process discussion;
- Resource Indemnity Trust (RIT) funding: Subcommittee report;
- review of services provided by the Legislative Fiscal Division;
- status of the new budget management system development;
- Mental Health Managed Care RFP: Subcommittee report;
- SJR 23 Task Force update;
- SB 378 Subcommittee update/recommendations on statutory appropriations;
- Legislative Branch reorganization update;
- Department of Corrections' plans to measure program effectiveness;
- proposed legislation to improve appropriations statutes;
- potential impacts of federal budget actions: update;
- school transportation costs;
- rail car tax issue: update;
- health services costs: Network Information Center;
- privatization update: Executive Branch initiatives;
- debt service/long range building program: status report; and
- budget amendments summary report.

To Discuss Legislative Budget Process...Included on June LFC meeting agenda will be a discussion of the legislative budget process, including issues of budget development methodology, legislative procedure, and budget data requirements. The LFC discussed possible changes or improvements to the existing process at its March meeting and will deliberate the options at the June meeting.

RIT Subcommittee to Meet...The Subcommittee established to examine Resource Indemnity Trust (RIT) funding met on May 20. Members are Representatives Ed Grady and Bob Raney from the LFC and Representative Bill Ryan and Senator Lorents Grosfield from the EQC. Members were supplied with expenditure, budget, and other program information on all programs either wholly or partially funded by RIT. The Subcommittee agreed to meet in June with the following goals:

1. determine whether to recommend that uses of RIT funds be focused on certain functions;

2. explore options for the functions upon which the uses should be focused; and
3. explore and list the ramifications of any option.

The Subcommittee has set a tentative date of June 28 for its second meeting.

SB 378 Subcommittee to Meet... The SB 378 Subcommittee, assigned to review statutory appropriations and state special revenue accounts, will meet on June 12 in Room 108 of the State Capitol, beginning at 8 a.m. The Subcommittee will finish reviewing statutory appropriations and make its final recommendations to the LFC. The Subcommittee will also begin its review of state special revenue accounts.

The Subcommittee will present its recommendations on statutory appropriations to the LFC on June 13. Prior to any changes at the June 12 meeting, the Subcommittee is recommending the elimination of 29 statutory appropriations. Of these, only three will have effects on programs. The Subcommittee will recommend replacing the statutory appropriations with appropriations in House Bill No. 2. The Subcommittee will also recommend that:

1. a sunset to the property tax reimbursement statutory appropriation be added for the end of fiscal year 2009 (property tax reimbursements end after this date); and
2. beer taxes be consolidated into one tax and one statute.

LFC Establishes New Subcommittee... At the March meeting, the LFC voted to support a philosophy of greater appropriation control over funds. It assigned a subcommittee to draft a bill that expressed the desired philosophy and clarified existing conflicts in statute. The Subcommittee will present its recommendations at the June meeting.

The main thrust of the Subcommittee bill draft is amendments to 17-8-101, MCA. These amendments put more funds under legislative appropriation control, including:

- tax revenue distributed to local governments;
- enterprise funds; and
- debt service funds.

Due to recent Constitutional changes, pension funds would be moved out of the treasury. They are not subject to appropriations, according to Article VIII, section 15, of the Montana Constitution.

Recommendations for Budget Comparisons to be Made... The LFC established a subcommittee at its December meeting to propose a meaningful budget comparison methodology. The state budget is complex,

and the methods used to compute the comparisons have varied considerably over the years, creating confusion over the size of the budget and budget trends. The Subcommittee has developed a recommendation for budget comparisons that will be presented to the LFC at the June meeting.

COMMITTEE ON CHILDREN AND FAMILIES

Committee Holds Fourth Meeting...Conducting its fourth, two-day meeting of the interim on May 9 and 10, the Oversight Committee on Children and Families (CCF) reviewed Head Start programs, the state's mental health managed care proposal, welfare reform issues, the state permanency plan for foster care children, the Montana Youth Alternatives Program, the Partnership Project, and Montana's child care "system".

Committee Reviews Bill Draft...The Committee's full agenda began with a brief overview of a bill draft requested by Senator Vivian Brooke, LC 36, which addresses child custody and visitation issues. The Committee's legal staff, Doug Sternberg, has been working with the Domestic Relations Study Commission of the Montana State Bar to work out the particulars of the bill, which, at this time, is at the preliminary drafting stage. The main concepts to be addressed in the bill include changing court terminology from "custody" to "parenting", to require education and the development of a parenting plan prior to the final dissolution of a marriage involving children, allowing for more judicial discretion to determine an appropriate level of psychological evaluation of parents dissolving a marriage, and providing for a lower standard for triggering a review or modification of a custody/parenting decree. The CCF will review the draft and consider whether to adopt the bill as a committee bill when the bill draft is completed.

Head Start Programs are Reviewed...Mr. Frank Kromkowski, the Early Childhood Services bureau chief, Division of Family Services, DPHHS, and Mr. Scot Anderson, of the Montana Head Start Association provided an overview of Head Start programs in Montana. Mr. Kromkowski and Mr. Anderson also reviewed the Montana Head Start Collaboration Project, which will involve a \$500,000 five-year grant (\$100,000 each year) to promote collaboration among state and local agencies and Head Start programs. Ms. Judy Bryngelson, director of the Yellowstone County Head Start program, presented an overview of Head Start's philosophy of support for children and their families. Head Start not only provides child care for children of low-income parents, but also provides support for the

special needs of children and for the coordination of adult education and social service needs of parents.

Committee Hears Updates on Numerous Issues...The CCF received updates on the state permanency plan for foster care children, the activities of the Interagency Coordinating Council, and the Mental Health Managed Care proposal. Additionally, the CCF received an overview of the Montana Youth Alternatives Program and expressed displeasure with the program's cost overruns.

A presentation about the fundamental processes involved in program evaluation provided the CCF with a perspective about the complexities of monitoring and researching program outcomes. The CCF continues to be concerned about the lack of meaningful evaluation data to measure a program's success.

Welfare Reform is Discussed...In reviewing the status of the Families Achieving Independence in Montana (FAIM), the state's welfare reform initiative, the CCF learned that in the few counties that have now implemented FAIM, more clients are selecting the Job Supplement Program (JSP) option than projected. The FAIM initiative involves three programs, JSP, Pathways, and the Community Service Program (CPS). The JSP provides working participants with non-cash welfare assistance such as food stamps, medicaid, and child care. Under Pathways and the CSP, participants receive cash welfare benefits as well as the non-cash assistance but must complete a Family Investment Agreement (FIA). A FIA is a contract that outlines and supports specific job training and education activities aimed at getting the participant into the work force and off of public assistance. The CCF will continue to closely track FAIM implementation. Committee members expressed concern about the legislatively imposed 3-year cost-neutrality requirement as well as whether FAIM is being implemented in a manner consistent with legislative intent.

Committee Hears From Partnership Project...Ms. Kate Mrgudick presented background information on the Partnership to Strengthen Families Project and reviewed an analysis of how the project is supporting and strengthening families and helping to prevent child abuse and neglect in Montana. The Partnership Project goals are:

- (1) to develop a comprehensive continuum of services in partnership with community organizations and families that will increase the capacities of overburdened families to nurture their children;
- (2) to decrease the incidence of child abuse and neglect in the targeted population; and

- (3) to improve the availability of service agencies to deliver coordinated, family-focused services that are preventive, non-punitive, voluntary, and culturally responsive.

A cost-benefit analysis presented at the meeting showed the quantifiable cost of child maltreatment in Montana to annually total more than \$51 million. The total annual cost of the Partnership Project is \$1,052,159. Statewide the Partnership Project has served 570 families through a home visitation program, provided parental education for 48 families, and provided family support services to 56 families.

Hears Report on Child Care...Finally, the CCF received a staff report and analysis of the child care programs in Montana and a review of child care issues related to the FAIM welfare reform initiative. Key issues remain the quality, availability, and affordability of child care for working parents. Nationally, only about 25% of American families consist of the "traditional" two-parent household with one parent working and the other staying home with the children. An estimated 40,000 children in Montana under 6 years old are in families where the single parent or both parents work. With welfare reform, the demand for child care will increase dramatically. There are only about 21,000, state-regulated child care slots available statewide, not including preschool and Head Start slots. Turnover among child care providers is about 40%. Child care costs for one child in full-time day care is about \$3,900 annually (about \$75 to \$80 a week or \$300 a month). Child care remains a family's fourth largest expense after food, shelter, and taxes. Montana child care licensure and certification laws provide minimum safety and program quality provisions for day care centers, group day care homes, and family day care homes. Montana preschools are not subject to child care regulations. In relation to welfare reform issues, of key concern to many in the child care community is that, because quality child care is unavailable or unaffordable (the FAIM Job Supplement Program caps child care assistance at \$200 per child per month) low-income parents will be forced to find substandard child care situations. Yet, research shows that quality early childhood programs (or the lack of these programs) are a critical factor in a child's success or failure in later life.

Work Session Held...During the CCF's work session, Committee members expressed interest in exploring before- and after-school child care programs, tax incentives for public/private partnerships to provide for child care needs, enhancing training for child care providers, and options for requiring meaningful evaluation of any programs receiving public funds. Committee members are also interested in further information on the aftercare and follow-up evaluation of participants in Montana Youth Alternatives Program, how FAIM is progressing, evaluation data for youth drug and alcohol abuse prevention programs, and Colorado's conference on state plans to curb teenage pregnancy.

To Meet Again in June...The CCF's next meeting will be conducted in Room 104 of the State Capitol on June 20-21. For more information, please contact Sheri Heffelfinger at the Legislative Services Division, (406)444-3064.

COMMITTEE ON STATE MANAGEMENT SYSTEMS

To Meet in June...The SJR 23 Committee on State Management Systems will meet on Monday, June 10, at 9 a.m. in Room 437 of the Capitol in Helena. The Committee will hear final reports and recommendations from two of the Committee's subcommittees: the Accounting Task Force and the Budgeting Task Force. (The Data Management Task Force presented its final report at the April 19 meeting.) In conjunction with the presentations, draft legislation prepared to effect recommendations for statutory revision will also be presented by staff and reviewed by the full Committee. Subsequent to the presentations, the Committee will discuss further actions resulting from the Task Forces' findings, conclusions, and recommendations. Persons interested in the automation and integration of the state's asset management systems are encouraged to attend. For further information, contact Dave Bohyer at 444-3064.

THE BACK PAGE

Mission and vision are terms much used in business and government today. Gurus encourage organizations to be "mission driven" while they encourage leaders to "share an inspiring vision." How can this be done for the reorganized Legislative Branch?

Discussion of this topic in this edition of "The Back Page" has two principal purposes. First, everyone in the Legislative Branch, legislators and staff together, has need to work together to examine our own sense of mission and to find a statement that incorporates that common view, if for no other reason, to meet operational requirements as a part of state government. Furthermore, the Legislature has a special interest in the question in relation to its overall responsibility for program review in the appropriation process. Missions, goals, and objectives are prepared by all departments of state government to meet budget development requirements. Many legislators and staff believe more use could be made of the information, yet exactly how to do that remains elusive.

In the Legislative Branch in Montana, there is a particular need to clearly define the meaning ascribed to the terms "mission" and "vision" and get from that fundamental results.

MISSION AND VISION

by Bob Person, Executive Director
Legislative Services Division

MISSION AND VISION -- ASPECTS OF MEANING

The word "mission" is at its root a religious term from a Latin word for "a sending" or "sending away". The current use in organizations such as ours is based, however, on military usage of the term. In that sense, "mission" is defined as, "a task, purpose, calling of an individual, team, or organization". That seems as succinct and correct a definition for our purposes as I have seen.

Likewise, "vision" is defined as, "an image of the mission accomplished, the ideal future state made concrete through words and pictures." In this regard, vision is an answer to the question, "If things were better, how would they be?" It is what you can see as the result of activity before the activity begins.

These statements show one idea of how these relate to one another:

- Vision without mission is a dream.
- Mission without vision is drudgery.
- Mission with vision is the hope of the world.

To the extent that the missions of an organization, its parts, and people can be clearly stated in a memorable fashion, they clearly tell everyone what the organization is about -- what its job is. The idea of a "mission-driven" organization is now widespread. "Mission-driven" organizations are to replace "rule-driven" organizations. The people in a mission-driven organization respond within their capacity and on their own initiative to fulfill the mission rather than to follow the rules. This is a powerful idea for bringing the human touch to government service.

In the interest of fairness and completeness, I must also include another view here. Scott Adams, the "Dilbert" cartoonist recently wrote:

A Mission Statement is defined as "a long, awkward sentence that demonstrates management's inability to think clearly."

All good companies have one.

Companies without Mission Statements will often be under the mistaken impression that the objective of the company is to bicker among departments, produce low-quality products, and slowly go out of business. Than misperception can be easily cured by writing one such as this:

Mission: "We will produce the highest quality products, using empowered team dynamics in a new Total Quality paradigm until we become the industry leader."

But you're not home free yet. The company Mission Statement will be meaningless until all the individual departments write their own to support the company's overall mission:

Mission: "Perform world-class product development, financial analysis, and fleet services using empowered team dynamics in a Total Quality paradigm until we become the industry leader."

Individually, the Mission Statement of the company and the Mission Statement of the department might mean nothing. But taken together, you can see how they would inspire employees to greater heights.

When used positively and productively, mission and vision taken together tell us what we are to accomplish and give us an opportunity to share our ideas of what we see as the outcome of our efforts. The tone is

aspirational and inspiring. The statements are directed at what is to be done rather than how it is to be done.

So, as I use these terms, the "mission" is a clear, concise job assignment and the "vision" is the image of the mission accomplished, the ideal future state made concrete through words and pictures. They are dynamic, communicative, and, one hopes, inspiring.

MISSION AND VISION VERSUS GOALS AND OBJECTIVES

As a part of the budget process, the Legislative Council has each biennium in the past decade adopted a statement of goals and objectives as required by section 17-7-111(2)(d)(i), MCA which reads:

- (i) a statement of agency goals and objectives and a statement of goals and objectives for each program of the agency. The goals and objectives must include, in a concise form, sufficient specific information and quantifiable information to enable the legislature to formulate an appropriations policy regarding the agency and its programs and to allow a determination, at some future date, on whether the agency has succeeded in attaining its goals and objectives. The goals and objectives must contain a list of duties prioritized by the department director to reflect the director's opinion concerning the importance of the duties assigned to the agency by law.

Goals and objectives are more specific in nature than are mission and vision. They serve as mileposts against which achievement can be measured to a fairly detailed degree. In the argot of the management by objectives school, goals are broader, longer term measures while objectives are the shorter term measures designed to attain a goal. In football, the goal might be to win games while objectives would be to keep the ball on offense and score points while preventing the other team from doing that. (The use of the terms has always seemed backwards to me, but so be it.)

The potential value of statements of goals and objectives is that they offer a technique for breaking down large sets of organizational responsibilities into smaller pieces that can enable measurement. If well done and used, that can be of great value to everyone in an organization. People can get lost in a morass of paper, too. Not being able to see the forest for the trees seems an apt, if obscurely punned, aphorism in this case.

Prior to the 1991 legislative session, the Budget Office asked agencies to write mission statements for their agencies and programs. Since then,

the agencies have prepared documents including a statement of mission along with the goals and objectives. The goals and objectives, if accomplished, should lead to the accomplishment of the mission.

WHAT IS THE LEGISLATIVE MISSION?

A Mission for the Legislature

There has been no mission for the Legislature yet adopted or proposed. I know some legislators hold that a statement may be neither necessary or possible. What do you think? Here is how I see it:

The mission of the Legislature is to exercise the legislative power of state government vested in the Legislature by the Constitution of the State of Montana.

A Mission for the Legislative Branch

With the reorganization, the Legislative Branch is now the name of the agency of state government that includes the Legislature (House and Senate), and the staff divisions: Legislative Services, Legislative Audit, and Legislative Finance. As such, it is purely a management entity with no separate role beyond containing its components. The staff agency directors adopted the mission statement quoted later. Here is a mission for the entire agency:

The mission of the Legislative Branch is to provide a consolidated administrative structure to support accomplishment of the mission of the Legislature and of the several divisions of the branch.

The Mission and the Vision for the Staff Divisions

The Executive Director of the Legislative Services Division, the Legislative Auditor, and the Legislative Fiscal Analyst adopted this mission statement for the three staff divisions of the Legislative Branch in November 1995:

The mission of the Legislative Branch Staff Divisions is to serve the Montana Legislature, its members, governmental units, and the public on behalf of the Legislature in support of the legislative function.

Furthermore, the directors adopted this vision of the mission fulfilled:

Driven by the mission of service, employees of the Legislative Branch work together as a mutually supportive team providing courteous, competent, and timely services through:

- identification with the common mission,
- understanding the several division and office missions,
- commitment to collaboration, and
- commitment to excellence.

The Directors Sense of Mission and Their Vision of Their Joint Work

To fulfill the Branch mission in a non-traditional, non-hierarchical organization, the directors recognized they need to work closely together as partners. In support of this recognition, the directors adopted this mission and vision:

Mission: To maintain an effective partnership for staff leadership in the Legislative Branch

Vision: The three directors work together to communicate unity of purpose in effectively leading and supporting accomplishment of all staff missions in an atmosphere of understanding, openness, trust, and mutual respect.

CONCLUSION

A clear concept of the meaning of "mission" and "vision" will contribute to a focused discussion of the role of the legislature and its supporting staff as well as to legislative review of state government programs. I look forward to continued thought and discussion.



INTERIM CALENDAR

UNLESS OTHERWISE SPECIFIED,
ALL ROOM DESIGNATIONS ARE IN THE CAPITOL

JUNE

June 3, Legislative Personnel Subcommittee, Room 108, 1 p.m.

June 6, Committee on Indian Affairs Public Hearing on SJR 11, Sherman Motor Inn, Wolf Point, 7 p.m.

June 6 and 7, Committee on Indian Affairs, Fort Peck Community College, 9 a.m.

June 10, Committee on Public Employee Retirement Systems, Room 104, 9 a.m.

June 10, Committee on State Management Systems, Room 437, 9 a.m.

June 10 and 11, Subcommittee on State Management Systems, Room 437

June 12, LFC Subcommittee on SB 378, Room 108, 8 a.m.

June 13 and 14, Legislative Finance Committee, Room 104

June 14, Legislative Council, Room 108

June 14, Legislative Audit Committee, Room 437

June 20 and 21, Oversight Committee on Children and Families, Room 104, 9 a.m.

June 20 and 21, Gaming Advisory Council, Room 325, 9 a.m.

June 24 and 25, Committee on Postsecondary Education Policy and Budget, Room 437

June 24, Revenue Oversight Committee, Room 108

June 24, EQC Compliance and Enforcement Subcommittee, Room 104

June 24, EQC MEPA Subcommittee, Room 104, 1 p.m.

June 25, Environmental Quality Council, Butte

JULY

July 4, Independence Day, holiday

July 25 and 26, EQC Compliance and Enforcement Subcommittee

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